SECRETARY OF THE ARMY
WASHINGTON

MEMORANDUM FOR

UNDER SECRETARY OF THE ARMY
VICE CHIEF OF STAFF, ARMY

SUBJECT: Army Ready and Resilient Campaign Plan

1. The United States Army remains engaged in the longest period of combat operations in our Nation's history. Our Soldiers, Civilians and Families remain the strength of our Nation. Our all-volunteer force has shown amazing skill as demonstrated by unprecedented readiness and performance. For us to continue to increase capability and performance, we must continue to build resilience in our total force.

2. We have a historic opportunity to understand the lessons of the last 12 years and build upon the great strength present in our force today. To take advantage of this strength and to address the challenges that stress our force, I am directing you to develop a "Ready and Resilient" Campaign to integrate and synchronize the multiple efforts and programs designed to improve the readiness and resilience of the Total Force – Soldiers (Active, Reserve and National Guard), Army Civilians and their Families. The plan will be based upon building physical, emotional and psychological resilience in our Soldiers, Families and Civilians so they improve performance which ultimately prepares them to deal with the rigors and challenges of a demanding profession. In addition, the plan shall create a holistic, collaborative and coherent enterprise to increase individual and unit readiness and resilience. Finally, it will establish the necessary governance to enable effective and efficient delivery of support and services eliminating the disparities in some of our programs across the force.

3. Specifically, the plan should do the following:

a. Embed resilience training as a key part of all our actions from the Army's professional military education program to our day-to-day training. Ensure it is given appropriate focus throughout a Soldier's career from induction through separation or retirement.

b. Incorporate and build resilience as the foundation of Army readiness; and develop reportable metrics for commanders and leaders to assess and increase individual and unit readiness.

c. Develop resilience programs that build and promote healthy lifestyles based on the performance triad of physical fitness, nutrition, and sleep.

d. Synchronize and integrate key Army programs focusing on building resilience that enables prevention and that will lead to eliminating incidence of suicide and suicidal ideations; sexual harassment and sexual assault; bullying and hazing; substance abuse; domestic violence; and any stigma or barriers associated with seeking help.

e. Review Army programs to ensure effectiveness and reduce redundancy. In this regard, the plan must structure programs, processes and policies as a continuum of support marked by actions required of commanders and other leaders. Success will need to be measured by defined outcomes.

f. Establish improved methods to provide Leaders and Commanders with understanding of high risk behaviors and timely and accurate information to aid them in better identifying “at risk” and “high-risk” Soldiers thus enabling early intervention.

g. Continue to make improvements to the Integrated Disability Evaluation System (IDES): seek further efficiencies and process improvements that will shorten case processing times; and improve the services provided to Soldiers enrolled in the IDES and their Families.

h. Publish a comprehensive communications plan to convey our intent and expectations to Leaders, Soldiers, Army Civilians and Families.

5. The governance and oversight structure you develop shall be in accordance with both Title 10, of the U.S. Code and Headquarters, Department of the Army General Order 2012-01 (Assignment of Functions and Responsibilities within the Headquarters, Department of the Army). To assist with your planning, you will review and assess current boards, councils and senior level working groups to determine how they or their “best practices” may be integrated into the overall effort.

6. By 15 February 2013, be prepared to present for my review your Ready and Resilient Campaign Plan, addressing all elements set forth above, including your proposed plan for establishing governance and communications.

This must be a top priority for all Army leaders. How well we do in this critical and shared endeavor will determine the level of readiness and the overall capability of our Army for the foreseeable future. I am confident you are up to the challenge and I look forward to reviewing the plan in coming weeks.

John M. McHugh

CF:
Principal Officials of Headquarters, Department of the Army